JOB BENCHMARKING PROCESS: (Optional but highly recommended for all new or changing positions.)
1. Brainstorming and discussing the job to be benchmarked.
    a. Why does this job exist?
    b. What would happen if this job didn't exist?
2. Create Key Accountabilities (not tasks)
3. Once KA's are created remove any tasks that found their way on the list.
4. Group statements into groups of 3-5 Key Accountabilities
5. Rank each KA in order of importance.
    a. (Remember the most important one is not always the one the most time is spent on.)
6. What % of time is spent on each KA.
    a. (Use 80% as max total time so there is 20% left for unplanned activities.)

PRE-QUALIFICATION PROCESS:
1. Customize your Pre-Qualification Questions for your new position and print out one copy per applicant.
2. Create Job Description for new position. Think carefully about the Key Accountabilities created in the Job Benchmarking process above.
3. Post a detailed advertisement for new position intended to weed out those not qualified.
4. Receive resumes and briefly review for anyone who "<u>might</u>" be qualified.
5. Make a personal call to all applicants who make it through the resume' screening process giving them a short 5 minute interview. If you like what you hear, "strongly encourage" them to make an appointment to fill out some paperwork and answer some questions. Be sure to congratulate them for making it this far in the hiring process and get them excited about the next step. *(This is a critical step these days.)*
6. Tell them they will be asked to fill out paper work and take an "short" assessment **and a Qualification Test** and as the second step in the hiring process. This will take them approximately one hour to complete.
7. When they come in have your Pre-Qualification packets prepared and have the administrator hand them out. If you bump into them "only" introduce yourself. Don't get caught in an accidental interview.
8. Give the Pre-Qualification questions (Less the <u>Qualification Test</u> section) & the DISC & Values questions (Note: They will take the paper version so that you only run and pay for the ones for the people you intend to interview.)
    Option: Consider posting these questions on your website or emailing them. Do not email them the "test" questions. This Must be done in your office.
9. Give them any other forms required for collecting background information at this same time.
10. After they are done with the above "then" give them the <u>Qualification Test</u>. (We hold off on this section so that they won't know we are going to test them on the same skills they gave us a "self assessment" on.)
11. Spend no more than 5 minutes reviewing what you consider to be most important of all the questions they answered. Use this 5 minutes for each to determine if they are "Well Qualified," "Potentially Qualified," or "Not Qualified" and sort accordingly. Use a red pen to circle what you find most interesting.
12. Set aside the "Not Qualified" packets and <u>do not review them any further</u>. They might have value for another position but NOT for this one.
13. Read carefully the "Well Qualified" group and red line them further, making notes that might be useful in a carefully planned interview. Sort these by priority. In the end there should only be 3-6 "Best & Most Qualified" packets to consider for interviews.
14. Only read the "Potentially Qualified" packets if you are not satisfied with your results for the "Well Qualified" bunch. Remember we are not looking for "good enough," we are looking for "Well Qualified."
15. Run the Talent Fit report to get a DISC & Values report to aid in creating great interview questions. Your questions should be "specific" to them and designed to get the answers you want without any Yes or No questions. Use the other questions they answered to create other "great" interview questions.
16. Call them in for their 2nd interview for which you will be as prepared for as most are for the 3rd interview.
17. Remember: Your goal in the interview process is to "uncover" their weaknesses and look for potential problems. If you only ask about their strengths you will not learn about their weaknesses.
18. NOTE: You MUST still follow up with references AND ALL other Good Hiring practices.
    a. Background checks – criminal, work comp, credit etc.
    b. Reference checks – past jobs & personal
    c. Good interview techniques (not covered here.)
    d. Have another person interview them.

But above all TEST Them, Test them, test them.